

Strategic Plan

2001 - 2005



BIGHORN CANYON
National Recreation Area

Bighorn Canyon National Recreation Area Superintendent's Message

On behalf of all the employees of Bighorn Canyon National Recreation Area, I invite you to read our Strategic Plan for 2001-2005. It is our agreement with you, the park visitor and user, to preserve the resources and serve the public here at Bighorn Canyon.

As our second strategic plan in compliance with the Government Performance and Results Act (GPRA) of 1993, this Strategic Plan reflects our growing understanding of measurable outcomes – of the results we produce for you, the park visitor and user. Key results come directly from the National Park Service mission: resources in good condition and visitors with good experiences. Specific aspects of our mission – preserve park resources, serve park visitors, and organizational effectiveness and efficiency are detailed here.

This strategic plan, an essential element in performance management, reflects five years of learning how best to make performance management our business system. The park has built a framework for performance management that incorporates setting targets for goals and measuring actual performance, linking them to our activities and to financial and human resources. In coming years, we will continue to improve this system and make it work for all.

Since our 1997 Strategic Plan, goals have been refined, baselines improved, and data developed. In 1997, we used the best information available to set our goals. In some cases, we were able to meet and exceed a goal by a considerable margin. In these cases, we raised our expectations by raising the goal target. In other cases we found that we had underestimated the amount of time and/or money it would take to achieve a goal and in those cases we lowered the goal target to a more achievable level. Performance management makes clear what we can accomplish with available funding and what we can not accomplish.

I want to thank each park employee who has contributed to implementing performance management and helped build this framework. I look forward to being able to report to you, the park visitor and user, our accomplishments in meeting this plan's goals and becoming more accountable to you.

Approved:

Darrell J. Cook
Superintendent
Bighorn Canyon National Recreation Area

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PREFACE

This *Strategic Plan* was written to fulfill the requirements of the Government Performance and Results Act. Following is a brief overview of that law, passed by the U.S. Congress in 1993.

It should be noted, however, that the *Strategic Plan* is much more than just a response to legislative mandate. The law was a catalyst that caused the park staff to reexamine its fundamental mission and to take a fresh, longer range view, in concrete terms, of what results or outcomes it needed to achieve to more effectively and efficiently accomplish that mission. It caused us to reexamine the present condition of the natural and cultural resources in our care, the status of our visitor services, and the existing fiscal, human, and other resources at our command to do our job. It pushed our sights above the usual daily focus on activities and products to take in the bigger picture of where we are and where we need to be. It encouraged us to think and plan in new ways. The effort was not easy. The results, however, will be better planning, better management, and better communication with all of our constituencies and stakeholders, as well as amongst ourselves, about where we are, where we need to be, and how we are going to get there.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In short, *performance management* ensures that daily actions and expenditures of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization’s primary mission, followed by performance measurement and evaluation. Importantly, the goals are quantifiable and measurable results or outcomes, rather than efforts or outputs (activities, services, and products). The established and proven performance management approach is to *establish goals, allocate resources to accomplish those goals, take action/do the work, measure results, evaluate and report performance, use evaluation to adjust goals and reallocate resources, and continue the loop*. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, “Isn’t that what everyone is already doing.” In fact, most federal agencies have not traditionally done business this way. They have been funded and conducted their business by activities rather than by goals. Too often, they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often, they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. Therefore, performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:
 - mission statement based in law, executive order, etc.;
 - long-term goals, which are objective, quantified, and measurable, to accomplish mission;
 - How goals will be accomplished, an adequate explanation including “...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...”;
 - relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
 - key external factors which could positively or negatively affect goal accomplishment; and
 - Program evaluation methodology, a description of how mission and goals were arrived at and a schedule for future program evaluations.
 - GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
 - Developed by federal employees (versus contractors, etc.).
2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:
 - annual goals to incrementally achieve long-term goals in Strategic Plan;
 - annual work plan, i.e. explanation of how annual goals will be accomplished – “briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...”, and
 - Basis for measuring results – “...provide a basis for comparing actual program results with the established performance goals....” and “...describe the means to be used to verify and validate measured values.”
3. Annual Performance Report reviewing each year’s successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:
 - what annual goals were met or exceeded;
 - what annual goals were not met;
 - why annual goals were not met; and
 - What remedial action will be taken for goals not met.

Importantly, GPRA mandates that long-term and annual goals be **results or outcomes** rather than outputs (activities, products, or services) and that they be “objective, quantifiable, and measurable” so that performance can be adequately measured and reported, progress on mission accomplishment assessed, and managers and employees held accountable.

While the National Park Service has long been a mission-oriented organization, it has also had a long tradition of planning, managing, and budgeting by activity, problem solving and issue resolution. Its response to GPRA requirements will help it focus on accomplishing mission through establishing long-term and annual goals, allocating resources to those goals, and measuring and reporting results.

About This Plan

In consultation with Congress, OMB, and other interested parties, the National Park Service (NPS) developed its own unique GPRA implementation process. Using this process, the NPS methodically developed its first “servicewide” *Strategic Plan* and submitted it on September 30, 1997. That plan was revised and republished electronically on January 15, 2000. A copy of the revised plan is available for review at park headquarters, 5 Avenue B, Fort Smith, Montana, or at the park Visitor Center, 20 Highway 14A East, Lovell, Wyoming. It is also available on the Internet at <http://www.nps.gov/planning/sp/>

The NPS manages the National Park System, which consists of over 375 units located in nearly every state and territory of the nation. Thus, the NPS is fundamentally a field-based, resource preservation and visitor service organization, where results or outcomes actually occur in the parks rather than Washington headquarters. In addition, the NPS has legislated partnership responsibilities, carried out by central offices throughout the country, to provide technical assistance and grant funding to other non-federal preservation entities. Therefore, as part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. The National Park Management Omnibus Act of 1998 codified into law that all field units of the National Park System would write Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act.

The local plans address the long-term goals in the “servicewide” plan that are appropriate to the individual units as parts of the overall National Park System, NPS, and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans, then, are a blend of national and local missions and goals.

This *Strategic Plan* for Bighorn Canyon National Recreation Area follows this pattern. It is a five-year plan covering fiscal years 2001 through 2005. It consists of a mission statement born out of the NPS organic act as well as the specific legislation establishing this park. It contains mission goals, closely paralleling the “servicewide” mission goals, that illustrate in broad brushstroke what we do far beyond just five years – “in perpetuity” - to accomplish our stated mission. It then contains long-term goals, which target in quantified, measurable ways what we will accomplish in the next five years toward achieving our overall mission goals and mission. The long-term goals address both appropriate “servicewide” goals as well as park-specific outcomes. The goal numbering protocol follows that of the “servicewide” plan with park-specific suffixes. Since not all servicewide goals apply to Bighorn Canyon, some numbers are skipped. In addition, there are numbers containing 0’s which are not in the servicewide plan and indicate park-specific goals.

Following the simple goal listing, each long-term goal is repeated on goal detail sheets that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished.

After these goal explanations, the plan contains a section on “Key External” factors over which park staff may have influence but not control, and which could positively or negatively affect goal achievement.

Finally, there is a brief discussion of how the contents of the plan were arrived at, and a listing of those who were consulted in the development of the plan.

It should be noted that the goals in this plan are generally predicated on “flat budgets” for the next five years. Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known, they were taken into account. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated, but this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources, defining America’s heritage, which are in our care, if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our mission and goals.

On the other hand, we also recognize that we are but one of many worthwhile federal enterprises which compete for scarce and precious tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how, and how well, we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Each year that the *Strategic Plan* is in effect, beginning with fiscal year 2001 (October, 2000) there will be a companion *Annual Performance Plan* which shows in annual goals, that year’s targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an *Annual Performance Report* discussing actual achievement of the prior year’s annual goals and progress on long-term goals.

Copies of the Bighorn Canyon *Strategic Plan* are available at park Headquarters, 5 Avenue B, P.O. Box 7458, Fort Smith, Montana, or at the park Visitor Center, 20 Highway 14A East, Lovell, Wyoming. Questions and comments are welcome and encouraged and can be addressed to the Superintendent, at the park headquarters address shown above, or to the Assistant Superintendent at the Visitor Center address. As they are written and approved, copies of the current year’s *Annual Performance Plan* and *Annual Performance Report* will be available on request, with questions and comments equally welcome.

The parks Strategic Plan is also available on the Internet at <http://www.nps.gov/bica/>. In the future as the Annual Performance Plan and a Annual Performance Report are completed they will also be place on the Internet.

INTRODUCTION

About the Park

This five-year *Strategic Plan* has been written for Bighorn Canyon National Recreation Area, one of over 375 units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior.

The National Park System preserves outstanding representatives of the best of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. Along with similar resources of local, state, tribal, and national significance administered by other public and private organizations and supported by National Park Service technical assistance and grant funding support, Bighorn Canyon is a vital part of America's national system of parks and other preserved resources. The National Park Service not only directly and indirectly preserves these myriad national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

Bighorn Canyon National Recreation Area was established by Act of Congress, (Public Law 89-64, 16 USC § 460t.), on October 15, 1966.

Located in southeastern Montana and north central Wyoming, it encompasses about 120,000 acres, including the 12,700 acres of Bighorn Lake. Currently approximately 56,000 acres within the Recreation Area and lying within the Crow Indian Reservation are closed to public use, (see external factors). Bighorn Lake was created by the Yellowtail Dam, which was constructed on the Bighorn River in 1965 as a part of the Missouri River Basin Project by the Bureau of Reclamation.

Bighorn Canyon offers a diversified landscape of forest and mountains, upland prairies, deep canyons, broad valleys, and Bighorn Lake. To the north and south lie broad, relatively flat valleys bordered by low grassy hills, east, and west the land rises to the Bighorn and Pryor Mountains, respectively.

The Bighorn River is the major stream in this region. It flows northward through the Bighorn Basin in Wyoming, entering the Bighorn Canyon north of Lovell, Wyoming. The canyon was formed by a combination of accelerated stream erosion and gradual regional uplift. Much of it is narrow and confined within sheer walls as high as 335 m (1,000 ft), interrupted by similarly deep side canyons.

Through time, Bighorn Canyon and the Bighorn Basin have hosted several waves of human immigrants; the area has been continuously occupied for over 10,000 years. The earliest occupants of the area moved throughout this region in response to the changing seasons and resultant variations in available plants and animals. The Crow Indians who migrated followed this succession of hunters and gatherers to the area because of pressure from tribes in the east. In the 19th century, trappers, explorers, and traders used the area lightly, as most of their activity was concentrated on the Yellowstone River. Range cattle first arrived in the Lovell area in 1879, setting the stage for permanent settlement represented by ranches scattered in and close to the recreation area.

Strategic Plan:

Legislation: (16 USC §460t.)

“...to provide for public outdoor recreation use and enjoyment of Yellowtail Reservoir and lands adjacent thereto... and for the preservation of the scenic, scientific and historic features contributing to public enjoyment of such lands and waters...”

"The Secretary shall coordinate administration of the recreation area with the other purposes of the Yellowtail Reservoir project so that it will in his judgment best provide (1) for public outdoor recreation benefits, (2) for conservation of scenic, scientific, historic, and other values contributing to public enjoyment and (3) for management, utilization and disposal of renewable natural resources that promotes, or is compatible with, and does not significantly impair, public recreation and conservation of scenic, scientific, historic, or other values contributing to public enjoyment."

Park Purpose

- To provide for public outdoor recreation use and enjoyment of the Yellowtail Reservoir and lands adjacent thereto within the exterior boundary of the National Recreation Area on National Park Service Lands
- To preserve the scenic, scientific and historic features contributing to public enjoyment of such lands and waters
- To coordinate administration of the recreation area with the other purposes of the Yellowtail Reservoir project so that it will best provide for (1) public outdoor recreation benefits, (2) conservation of scenic, scientific, historic, and other values contributing to public enjoyment and (3) management, utilization and disposal of renewable natural resources that promotes or is compatible with and does not significantly impair, public recreation and conservation of scenic, scientific, historic, or other values contributing to public enjoyment.

Park Significance

- The outstanding scenic and recreational values of the 70 mile long, 12,700 acre Bighorn Lake
- The history of over 10,000 years of continuous human habitation
- The contribution the Area is making to the preservation of Wild Horses on the Pryor Mountain Wild Horse Range of which one third is located within the Recreation Area and the preservation of a Bighorn Sheep herd which repatriated the area in the early 1970's
- The 19,000-acre Yellowtail Wildlife Habitat, which preserves one of the best examples of a Cottonwood Riparian area, left in the western United States.

Park Mission Statement

Bighorn Canyon National Recreation Area is dedicated to providing the necessary recreational opportunities and facilities to allow for the public use and enjoyment of Yellowtail Reservoir and adjacent lands managed by the National Park Service. The Area is also dedicated to the preservation of the scenic, scientific and historic features contributing to public enjoyment of such lands and waters. At the same time, the Recreation Area also provides for coordination of the administration of the Area with the other purposes of the Yellowtail Project. So that it will best provide for public outdoor recreation benefits, the conservation of scenic, scientific, and other values contributing to public enjoyment while allowing for the management, utilization and disposal of renewable natural resources that promote or are compatible with and do not significantly impair public recreation and conservation of scenic, scientific, historic or other values contributing to public enjoyment of the area.

Park Mission Goals

Goal Category I – Preserve Bighorn Canyon National Recreation Area Resources

1a - Natural and cultural resources and associated values of Bighorn Canyon National Recreation Area are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

1b - The National Park Service at Bighorn Canyon National Recreation Area contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II – Provide for the Public Use and Enjoyment and Visitor Experience of Bighorn Canyon National Recreation Area

IIa - Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities at Bighorn Canyon.

IIb - Park visitors and the general public understand and appreciate the preservation of Bighorn Canyon and its resources for this and future generations.

Goal Category IV - Ensure Organizational effectiveness of Bighorn Canyon National Recreation Area

IVa- The National Park Service at Bighorn Canyon uses current management practices, systems, and technologies to accomplish its mission.

IVb- The National Park Service at Bighorn Canyon increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Park Long Term Goals

During the next five years, fiscal years 2001 through 2005, (October 1, 2000 through September 30, 2005), the National Park Service will achieve the following specific long term goals in pursuit of its mission and mission goals at Bighorn Canyon National Recreation Area. These long-term goals are objective, quantified, and measurable. Due dates, performance indicators target numbers, desired condition, and baselines, as appropriate, are imbedded in each goal statement in order to separate long lists of performance measures. Each long-term goal is listed in the context of the mission goal it is targeting to achieve. Following this simple listing, each mission and long-term is repeated in the context of background or explanatory information beginning on page 13.

We have deliberately chosen not to show accomplishments that depend on “soft” monies (those monies allocated on an irregular basis, for which the park cannot depend on from year to year). It is quite likely that during the next five years we will be able to obtain some of these monies and that will allow us to make progress towards goals where we have at this time indicated that no progress will be made or to increase our progress on other goals.

We feel that for those goals where we have shown accomplishments the target levels are achievable even though they will require us to work harder and smarter to do so. It is also quite likely that some lower priority activities (non-goal activities) will have to be dropped in order to free up the necessary personnel and funding to achieve them. All goals are based on the assumption that budgets and staffing will remain relatively stable with neither any significant increases nor decreases.

As you review our long-term goals in the next section, you will see that we have indicated any number of goals that we felt we could not achieve or could only achieve at low rates because of the lack of funding and staffing.

In part, that is because of how we view our mission. Bighorn Canyon is a NATIONAL RECREATION AREA and as such our primary mission is to provide the necessary recreational opportunities and facilities to allow for the public use and enjoyment of Bighorn Lake and adjacent lands managed by the National Park Service.

Because of this, Park Management has placed the emphasis on providing the necessary recreational opportunities and facilities to allow for the public use and enjoyment of Bighorn Lake and the adjacent lands managed by the National Park Service. To the extent that in fiscal year 2000, 83.8% of our budget and 78.7% of our personnel time is dedicated to the park’s long term goal BICA-14 Visitor Satisfaction.

In 1999 the net park budget after adjustments was \$2,145,700.00, and the park employed 30 permanent employees and 19 seasonal employees.

Long Term Goal Listing:

Mission Goal 1a - Natural and cultural resources and associated values of Bighorn Canyon National Recreation Area are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Long Term Goals:

Ia1A-BICA Disturbed Lands – By September 30, 2005, 64.6 (14%) acres of Bighorn Canyon's estimated 450 acres of lands disturbed by prior development or agricultural use, as of FY 1999, are restored.

Ia01A-BICA Disturbed Lands - By September 30, 2005, 70 acres (0.7%) of an estimated 10,000 acres of Bighorn Canyon's lands disturbed by the exclusion of natural fire are restored.

Ia1B-BICA Exotic Vegetation Species – By September 30, 2005, exotic vegetation on 70.25 (3%) acres of an estimated 2,500 targeted acres of Bighorn Canyon lands, as of FY 1999, is contained.

Ia4-BICA Water Quality – By September 30, 2005, Bighorn Canyon has unimpaired water quality.

Ia5-BICA Historic Structures – By September 30, 2005, 7 (17.1%) of 41 Bighorn Canyon historic structures listed on the 1999 National Park Service List of Classified Structures (LCS) are in good condition.

Ia6-BICA Museum Collections – By September 30, 2005, 58 (76%) of 76 preservation and protection standards for Bighorn Canyon's museum collections are met.

Ia8-BICA Archeological Sites – By September 30, 2005, 0 (0%) of 3 Bighorn Canyon archeological sites listed on the FY 1999 National Park Service Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

Ia09-BICA Paleontological Resources – By September 30, 2005, 0 (0%) of 1 locality of Bighorn Canyon's lands with suspected, but not fully documented, paleontological resources are protected from theft, human caused or natural impacts.

Mission Goal 1b - The National Park Service at Bighorn Canyon National Recreation Area contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Long Term Goals:

Ib0-BICA Natural/Cultural Resource Inventories - By September 30, 2005, 4 (66.6%) of 6 identified Bighorn Canyon natural/cultural resource inventories are completed.

Ib2A-BICA Archeological Baseline - By September 30, 2005, the number of Bighorn Canyon archeological sites inventoried, evaluated, and listed in the National Park Service ASMIS is increased from 186 in FY 1999 to 186 (0% increase).

Ib2B-BICA Cultural Landscape Baseline - By September 30, 2005, the number of Bighorn Canyon cultural landscapes inventoried, evaluated and entered on the National Park Service Cultural Landscapes Inventory (CLI) at Level II is increased from 0 in FY 1999 to 1 (100% increase).

Ib2C-BICA Historic Structures Baseline - By September 30, 2005, 0 (a 0% increase) of the 41 Bighorn Canyon historic structures on the FY 1999 National Park Service List of Classified Structures (LCS) have updated information in their LCS records.

Ib2D-BICA Museum Collections – By September 30, 2005, the number of Bighorn Canyon museum objects cataloged into the National Park Service Automated National Catalog System (ANCS+) and submitted to the National Catalog is increased from 1358 in FY 1999 to 1358 (a 0% increase).

Ib2E-BICA Ethnographic Resources Baseline – By September 30, 2005, the number of Bighorn Canyon ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory (ERI) is increased from 0 in FY 1999 to 0 (a 0% increase).

Ib2F-BICA Historical Research Baseline – By September 30, 2005, Bighorn Canyon's Historic Resource Study (HSR) and Administrative History will not be completed to professional standards and current (approved since 1980).

Ib3-BICA Vital Signs – By September 30, 2005, Bighorn Canyon has identified its vital signs for natural resource monitoring.

Mission Goal IIa – Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities at Bighorn Canyon National Recreation Area.

Long Term Goals:

Ila1-BICA Visitor Satisfaction – By September 30, 2005, 89% of visitors to Bighorn Canyon are satisfied with appropriate park facilities, services, and recreational opportunities.

Ila2-BICA Visitor Safety – By September 30, 2005, the number of Bighorn Canyon visitor accidents/incidents is reduced from the FY 1992 – FY 1996 annual average of 4.8 to 3 (a 62% reduction)

Mission Goal IIb – Park Visitors and the general public understand and appreciate the preservation of Bighorn Canyon National Recreation Area and its resources for this and future generations.

Long Term Goals:

IIb1-BICA Visitor Understanding and Appreciation – By September 30, 2005, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.

Mission Goal IVa – The National Park Service at Bighorn Canyon uses current management practices, systems, and technologies to accomplish its mission.

Long Term Goals:

IVa3A-BICA Workforce Development and Performance – Employee Performance Standards – By September 30, 2005, 100% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

IVa4A-BICA Workforce Diversity – Permanent Women and Minorities – By September 30, 2005, the number of Bighorn Canyon permanent positions in targeted occupational series filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.

IVa4B-BICA Workforce Diversity – Temporary/Seasonal Women and Minorities – By September 30, 2005 the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

IVa4C-BICA Workforce Diversity – Permanent Employees with Disabilities – By September 30, 2005, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 (a 100% increase)

IVa4D-BICA Workforce Diversity – Temporary/Seasonal Employees with Disabilities – By September 30, 2005, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 (a 100% increase)

IVa6A-BICA Employee Safety – Lost Time Injuries - By September 30, 2005, the number of Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.

IVa6B-BICA Employee Safety – Continuation of Pay – By September 30, 2005, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 – FY 1996 five year annual average of 220.0 to 165.0 (a 25% reduction).

Mission Goal IVb - The National Park Service at Bighorn Canyon increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Long Term Goals:

IVb1-BICA Volunteer Hours - By September 30, 2005, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 4,505 (a 96.4% increase).

IVb2C-BICA Cash Value of Donations from Southwest Parks and Monuments Association – By September 30, 2005, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$4,080 (a 8% increase).

Goal Details:

Servicewide Goal Category I: Preserve Park Resources

The mission and long term goals in Goal Category I are inclusive of the mandate regarding parks in the NPS Organic Act

**“...to conserve the scenery and the natural and historic objects
and the wild life therein...”**

Subsequent legislation reinforced and expanded this mission. All goals that deal with resource preservation in parks and the acquisition of knowledge from and about the resources to meet this mandate are appropriate to this category.

Park Goal Category I: Preserve Bighorn Canyon National Recreation Area Resources

Servicewide Mission Goal Ia: Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

This Mission Goal, which encompasses the broad mandate of the NPS Organic Act and subsequent legislation, includes the concepts of biological and cultural diversity. Broader ecosystem and cultural context includes both natural and cultural systems that extend beyond the park unit to nearby lands. Park cultural context refers to park resources preserved and interpreted in relationship to other, larger historical events or cultural processes. The mandates of the Wilderness Act require preservation of wilderness values in designated or proposed wilderness. Incompatible influences must be minimized to preserve scenic grandeur and wilderness values in a natural area, or the integrity of a cultural resource.

Long-term goals related to this mission goal include the protection, restoration, or maintenance of ecosystems, rare plant and animal populations, archeological and ethnographic resources, historic structures and objects, research collections, cultural traditions, relevant to the purpose and/or significance of the site. Long-term goals that deal with threats to natural or cultural landscapes or the perpetuation of wilderness values also relate to this mission goal, as do goals that seek cooperation with neighboring land managers and that promote ecosystem management.

The following long-term goals relate directly to resource condition and represent the National Park Service’s effort to manage and maintain the National Park System.

Park Mission Goal Ia: Natural and cultural resources and associated values of Bighorn Canyon National Recreation Area are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia1A-Disturbed Lands

Servicewide Long-term Goal: By September 30, 2005, 10% of targeted parklands, disturbed by development or agricultural, as of 1999 (22,230 of 222,300 acres) are restored.

Park Long Term Goal: By September 30, 2005, 64.6 (14.4%) acres of Bighorn Canyon's estimated 450 acres of lands disturbed by prior development or agricultural use, as of FY 1999, are restored.

Note: 60.25 acres (13.4%) of this goal will have been accomplished in FY 2000. The remaining 1% or 4.35 acres, as shown in Annual Goals for this goal will be accomplished over the next five years. The reason we anticipate accomplishing so little over the next five years is that we will be focusing on the restoration of AML lands, small prospecting scrapes, that will have to be reclaimed using hand labor.

General:

Disturbed lands are those park lands where the natural conditions and processes have been directly impacted by development (e.g. facilities, roads, mines, dams, abandoned campgrounds) and/or by agricultural practices (e.g. farming, grazing, timber harvest, abandoned irrigation ditches).

Restoration is the process of assisting the recovery of disturbed areas and reintegrating the site into the surrounding natural system. Restoration activities may be biological (reintroduction of species), structural (removal of invasive woody or non-native species), physical (restoration of natural topography), or chemical (nutrient additions) in nature. Active management also includes removal of the human disturbance(s) that are causing resource degradation or that are preventing natural recovery of a site. For this goal restoration work includes all actions taken to recover lands disturbed by development or agricultural use, and the effects of such development, to return the site to its pre-development condition and function. The actions may include rehabilitation, reclamation, and mitigation, as long as this work results in the complete removal of the development and its effects or permanent closure (e.g. mine shafts).

Restored is the point in the project where disturbed land areas no longer require active management and the site has reached the planned condition, although the area may still require periodic maintenance (e.g. prescribed fire). The determination of "restored" acknowledges that the system may continue to recover over time through the inherent natural processes and adaptations of resilience.

Note: The park does not have an accurate total of the number of disturbed acres in the park. It is currently using an estimate of 450 acres, but this figure is almost certainly lower than the total number of acres that will eventually be identified as disturbed. The park has begun GIS mapping these areas as well as other natural and cultural inventories but because of staffing and funding limitations the process will be a slow one. At this time because of the lack of definitive information the park is treating the estimated 450 acres as targeted acres even though they are not identified in any planning document. As the park gathers definitive baseline information it will address those lands to be restored in the appropriate planning documents.

Performance Indicator: **Disturbed Lands:** Park lands directly disturbed by previous land development or former agricultural uses and that have been targeted by the park for restoration through appropriate planning or compliance documents by September 30, 1999.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: None

Uncertified: 450 (estimated)

Status in Base Year:

Certified: None

Uncertified: Same as Total Number of Units in Baseline

Planned Condition: Lands restored

Unit of Measure: Each acre (to the nearest whole acre).

Performance Target: Total cumulative number of acres restored by the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, 0.5 acres (0.1%) of disturbed parklands as of 1999 are restored.
FY 2002 – By September 30, 2002, 1.25 acres (0.27%) of disturbed parklands as of 1999 are restored.
FY 2003 – By September 30, 2003, 2.25 acres (0.5%) of disturbed parklands as of 1999 are restored.
FY 2004 – By September 30, 2004, 3.25 acres (0.72%) of disturbed parklands as of 1999 are restored.
FY 2005 – By September 30, 2005, 4.35 acres (0.97%) of disturbed parklands as of 1999 are restored.

Ia01A-Disturbed Lands

Servicewide Long-term Goal: None

Park Long Term Goal: By September 30, 2005, 70 acres (0.7 %) of an estimated 10,000 acres of Bighorn Canyon's lands disturbed by the exclusion of natural fire are restored.

General:

Disturbed lands are those parklands where the natural conditions and processes have been directly impacted by the exclusion of natural processes.

Restoration is the process of assisting the recovery of disturbed areas and reintegrating the site into the surrounding natural system by reestablishing natural processes. Restoration activities include prescribed fire and the establishment of let burn zones in order to return the area to its pre-exclusion condition and function.

Restored is the point in the project where disturbed land areas no longer require active management and the site has reached the planned condition, although the area may still require periodic maintenance (e.g. prescribed fire). The determination of “restored” acknowledges that the system may continue to recover over time through the inherent natural processes and adaptations of resilience.

Note: The park does not have an accurate total of the number of this type of disturbed acres in the park. It is currently using an estimate of 10,000 acres. The park has begun GIS mapping these areas as well as other natural and cultural inventories but because of staffing and funding limitations the process will be a slow one. At this time because of the lack of definitive information the park is treating the estimated 10,000 acres as targeted acres even though they are not identified in any planning document. As the park gathers definitive baseline information it will address those lands to be restored in the appropriate planning documents

Performance Indicator: Disturbed Lands: Park lands directly disturbed by previous land management practices and that have been targeted by the park for restoration through appropriate planning or compliance documents by September 30, 1999

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: None
Uncertified: 10,000 acres

Status in Base Year:

Certified: None
Uncertified: Same as the Total Number of Units in Baseline

Planned Condition: Lands Restored

Unit of Measure: Each acre (to the nearest whole acre).

Performance Target: Total cumulative number of acres restored by the end of each fiscal year.

Responsible Division: Resources Management, Education & Visitor Services

Annual Goals
FY 2001 – By September 30, 2001, 0 acres (0%) of disturbed park lands as of 1999 are restored.
FY 2002 – By September 30, 2002, 0 acres (0%) of disturbed park lands as of 1999 are restored.
FY 2003 – By September 30, 2003, 0 acres (0%) of disturbed park lands as of 1999 are restored.
FY 2004 – By September 30, 2004, 35 acres (0.35%) of disturbed park lands as of 1999 are restored.
FY 2005 – By September 30, 2005, 70 acres (0.7%) of disturbed park lands as of 1999 are restored.

Ia1B-Exotic Vegetation Species

Servicewide Long-term Goal: By September 30, 2005, exotic vegetation on 6.5% of targeted acres of parkland is contained (167,000 of 2,590,000 acres).

Park Long Term Goal: By September 30, 2005, exotic vegetation on 70.25 (2.81%) acres of an estimated 2,500 targeted acres of Bighorn Canyon lands, as of FY 1999, is contained.

Note: 60.25 acres (2.41%) of this goal will have been accomplished in FY 2000. The remaining .4% or 10 acres, as shown in Annual Goals for this goal will be accomplished over the next five years.

General: This goal is narrowly defined and represents the overall park effort to improve resource conditions by containing the spread of exotic vegetation. Exotic vegetation is defined as invasive nonnative plant species that pose a threat to native species and natural processes **and** for which effective and feasible treatments are available. For example, there may be an effective mechanical method to remove an exotic species but the increased disturbance of park resources results in more damage. Therefore the treatment although effective is not very feasible. This goal addresses the number of targeted acres on which species can be successfully contained.

Exotic vegetation directly affects natural resources and can result in severe and persistent changes to habitat conditions and ecosystem functions disrupting natural processes.

Contained is where current exotic vegetation infestations or past infestations requiring continued treatment are eliminated or their populations are constrained geographically.

Note: The park does not have an accurate total of the number of acres directly impacted by invasive vegetation that pose the greatest threat to native species and natural processes and for which effective and feasible treatments are available. It is currently using an estimate of 2,500 acres. The park has begun GIS mapping these areas as well as other natural and cultural inventories but because of staffing and funding limitations the process will be a slow one. At this time because of the lack of definitive information the park is treating the estimated 2,500 acres as targeted acres even though they are not identified in any planning document. As the park gathers definitive baseline information it will address those lands to be restored in the appropriate planning documents.

Performance Indicator: Park lands having invasive non-native plants that pose the greatest threat to native species and natural processes **and** for which effective and feasible treatments are available and targeted for containment by September 30, 1999.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: None

Uncertified: 2,500 (estimated)

Status in Base Year:

Certified: None

Uncertified: Same as Total Number of Units in Baseline

Planned Condition: Contained

Parklands (in acres) will be considered “contained” once the current infestations or past infestations requiring continued treatment are eliminated or their populations are constrained geographically (contained).

Unit of Measure: Each acre (to the nearest whole acre).

Performance Target: Total cumulative acres of exotic vegetation contained by the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, 2 acres (0.08%) of 2500 acres impacted by exotic vegetation as of 1999 is contained.
FY 2002 – By September 30, 2002, 4 acres (0.16%) of 2500 acres impacted by exotic vegetation as of 1999 is contained.
FY 2003 – By September 30, 2003, 6 acres (0.24%) of 2500 acres impacted by exotic vegetation as of 1999 is contained.
FY 2004 – By September 30, 2004, 8 acres (0.32%) of 2500 acres impacted by exotic vegetation as of 1999 is contained.
FY 2005 – By September 30, 2005, 10 acres (0.4%) of 2500 acres impacted by exotic vegetation as of 1999 is contained.

Ia4-Water Quality

Servicewide Long-term Goal: By September 30, 2005, 85% of Park units have unimpaired water quality.

Park Long Term Goal: By September 30, 2005 Bighorn Canyon has unimpaired water quality.

General: This goal relates to the number of parks that have unimpaired water quality. A park's water-quality is unimpaired if the following conditions are true:

1. It **DOES NOT** receive discharge from any park-owned or managed activity that has been in a state or federally issued notice of violation of the conditions of an NPDES permit; **AND**
2. It **IS NOT** listed on the State's Section 303(d) list; **OR**
3. The park **CAN** demonstrate through a credible water quality monitoring program or other assessment process that park waterbodies persistently meet or exceed water quality standards.

Clean Water Act (CWA) Section 303 and Environmental Protection Agency Regulations (40 CFR section 130.7) require States to develop and publish a listing of all waters that do not fully support existing or designated beneficial uses, such as recreation or aquatic life support, if pollution controls or best management practices are not stringent enough to attain any standard that is protective of the uses. The sources of pollution that cause beneficial use impairment, and thus subject to listing and Total Maximum Daily Loads (TMDL) development include, but are not limited to, industrial and municipal point sources, agricultural non-point source runoff, and atmospheric deposition.

Note: Because of the extremely large size of the Bighorn/Wind River drainage (some 18,000 square miles) it is impossible for Bighorn Canyon to control whether or not the lake's waters are listed on the State's Section 303(d) list. Control of this type of problem is beyond the authority of the National Park Service. Bighorn Canyon will continue to be a strong advocate of high water quality standards for all waters entering Bighorn Lake, however the actual responsibility for the setting and enforcement of water quality standards lies with the State of Wyoming.

Another water quality issue that faces the park is the issue of sedimentation in the southern end of the reservoir. The Soil Conservation Service estimated in 1994 that 3,600 metric tons (4,000 tons) per day of sediment enters the southern end of the reservoir. The identified causes of this sediment are, according to the Soil Conservation Service, erosion of streambanks, flows returned to the river after cropland irrigation, erosion from croplands due to irrigation practices, and erosion from rangeland. Once again there is little that the park can do that directly affects this problem except continue to be an advocate of high water quality standards and improvement in irrigation practices in the upstream basins from the park.

Performance Indicator: Water Quality

Baseline Information:

Base Year: FY 2000

Total Number of Units in Baseline:

Certified: None

Uncertified: Park water Quality is unimpaired

Status in Base Year:**Certified:** None**Uncertified:** Same as above**Planned Condition:** Unimpaired Water Quality**Unit of Measure:** Each park with qualifying waters**Performance Target:** A numerical indication of whether a park had unimpaired water quality by the end of the fiscal year.

For the purpose of reporting to this goal in PMDS, parks would indicate with a "1" that the park has unimpaired water quality or with a "0" to indicate the park has impaired water quality.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, the park has unimpaired water quality.
FY 2002 – By September 30, 2002, the park has unimpaired water quality.
FY 2003 – By September 30, 2003, the park has unimpaired water quality.
FY 2004 – By September 30, 2004, the park has unimpaired water quality.
FY 2005 – By September 30, 2005, the park has unimpaired water quality.

Ia5-Historic Structures

Servicewide Long-term Goal: By September 30, 2005, 50% (12,113 of 24,225) of the historic structures listed on the 1999 List of Classified Structures are in good condition.

Park Long Term Goal: By September 30, 2005, 7 (17.1%) of 41 Bighorn Canyon historic structures listed on the 1999 National Park Service List of Classified Structures (LCS) are in good condition.

General: Historic and prehistoric structures, and the events surrounding them are key park cultural resources, forming the basis for 225 park units, and enhancing many others.

The List of Classified Structures (LCS) is the primary computerized database containing condition information on the estimated 26,000 park historic and prehistoric structures. At the end of FY 1999, data on 24,225 structures in 367 parks were in the database. 44% of those structures were in good condition, 56% in poor, fair, or unknown condition. Servicewide, by accomplishing this goal the number of structures in good condition would increase, while those currently in good condition would be maintained.

Note: The National Park Service LCS database shows that Bighorn Canyon has 44 LCS structures, of which 8 of 44 are in good condition, 17 of 44 are in fair condition, and 19 of 44 are in poor condition. Based on a park condition assessment conducted in 1998 of the 41 structures that the park feels should be on the LCS 4 were in good condition, 15 were in fair condition, and 22 were in poor condition.

During the next five years we hope to be able to bring one additional structure from fair to good condition.

Because of the lack of adequate base funding and staffing the park is mostly dependent on “soft monies” to be able to work on historic structures. It is anticipated that unless this situation can be remedied most of the structures currently listed as being in poor condition will be lost before they can be stabilized.

Performance Indicator: Historic Structures

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline: (The number of structures listed on the LCS at the end of FY 1999).

Certified: 44

Uncertified: 41 (Note -discussions are underway with the Regional LCS coordinator to correct this discrepancy, because the national database is only update once per year this is a slow process.)

Status in Base Year:

Certified: 8

Uncertified: 4 (Note - discussions are underway with the Regional LCS coordinator to correct this discrepancy, because the national database is only update once per year this is a slow process.)

Planned Condition: Good

Service-wide standards define condition in terms of the character, material, and stability of the structure. Condition, as it is used here, is not an indication of the amount of work required to maintain a structure. Good condition is where the structure and significant features need only routine or cyclic maintenance, though that maintenance may be significant.

For prehistoric or historic ruined structures, the assignment of good condition should be based on the goal of maintaining the character, material, and stability of the structure as acquired, excavated, or existing.

For all other structures, good condition is defined as follows:

Good - The structure and significant features are intact, structurally sound, and performing their intended purpose. The structure and significant features need no repair or rehabilitation, but only routine or preventive maintenance.

Unit of Measure: Each Structure

Performance Target: The cumulative number of 1999 LCS structures in good condition at the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals	
FY 2001	By September 30, 2001, 5 (12.2%) of 41 historic structures listed on the 1999 LCS are in good condition.
FY 2002	By September 30, 2002, 5 (12.2%) of 41 historic structures listed on the 1999 LCS are in good condition.
FY 2003	By September 30, 2003, 6 (14.6%) of 41 historic structures listed on the 1999 LCS are in good condition.
FY 2004	By September 30, 2004, 6 (14.6%) of 41 historic structures listed on the 1999 LCS are in good condition.
FY 2005	By September 30, 2005, 7 (17.1%) of 41 historic structures listed on the 1999 LCS are in good condition.

Ia6-Museum Collections

Servicewide Long-term Goal: By September 30, 2005, 73% of preservation and protection standards for park museum collections are met.

Park Long Term Goal: By September 30, 2005, 58 (76%) of 76 preservation and protection standards for Bighorn Canyon's museum collection are met.

General: NPS museum objects from collections might be located in curatorial storage facilities, museum exhibit areas, displays in park offices, etc. They might be located in off-site NPS or non-NPS storage facilities, or on loan to other institutions, as well as on-site in parks. The preservation and protection of these museum collections is essential to the NPS mission. The environmental, security, and fire protection conditions necessary to preserve and protect museum objects are identified on the NPS Checklist for Preservation and Protection of Museum Collections. The Checklist is completed by parks with data compiled nationally. Parks update data by completing and submitting revised Checklists, as needed (i.e. change in applicable condition, additional conditions meeting standards, etc.). NOTE: The Checklist is now the Automated Checklist Program (ACP) part of ANCS+. As of 1999, 63.4% of the preservation and protection standards on the Checklist were met servicewide.

Note: Bighorn Canyon currently meets 58 out of the 76 identified standards. Because of the lack of funding and staffing we do not anticipate being able to meet any additional standards between now and 2005. We will make every effort to continue to meet the 58 standards that are currently being met.

Performance Indicator: Museum collection preservation and protection standards are met.

Baseline Information:

Base Year: N/A

Total Number of Units in Baseline:

Certified: 76

Uncertified: 76

Status in Base Year:

Certified: 58

Uncertified: 58

Planned Condition: Museum conditions meet professional preservation and protection standards

Unit of Measure: Each standard

Performance Target: The total cumulative number of applicable standards met at the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, 58 (76%) of 76 preservation and protection standards are met.
FY 2002 – By September 30, 2002, 58 (76%) of 76 preservation and protection standards are met.
FY 2003 – By September 30, 2003, 58 (76%) of 76 preservation and protection standards are met.
FY 2004 – By September 30, 2004, 58 (76%) of 76 preservation and protection standards are met.
FY 2005 – By September 30, 2005, 58 (76%) of 76 preservation and protection standards are met.

Ia8-Archeological Sites

Servicewide Long-term Goal: By September 30, 2005, 50% of the recorded archeological sites with condition assessments are in good condition. (FY99 baseline 14,490 sites with condition information with 5,623 sites in good condition)

Park Long Term Goal: By September 30, 2005, 0 (0%) of 3 Bighorn Canyon archeological sites listed on the FY 1999 National Park Service Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

General: Archeological sites and their condition becomes the responsibility of NPS as soon as the NPS takes ownership or management of the land on which they occur. The condition assessment of an archeological site should be performed, documented, and periodically updated by a professionally qualified archeologist and/or park staff who have been trained by professional archeologists in conducting condition assessments. The condition information is recorded in the ASMIS as one of the data standards for archeological site inventory and evaluation at the national level.

Servicewide in FY 1999, 14,940 sites recorded in ASMIS had a condition assessment, and 5,623 of those sites were in good condition.

Note: Of the 186 identified archeological sites at Bighorn Canyon, only three have condition assessments. Of the three sites with condition assessments none are in good condition. Because of a lack of funding and manpower it is not anticipated that any of these three sites will be able to be brought up to good condition.

Performance Indicator: Condition (of archeological sites with condition assessments in ASMIS as of the end of FY 1999).

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: 3
Uncertified: 3

Status in Base Year:

Certified: 0
Uncertified: 0

Planned Condition: Good - The definition of "good condition" was revised from the original RMP Guideline by the NPS Archeological Cluster Coordinators based on the recommendations of the ASMIS Data Standards Committee in FY 2000. An assessment that a site is in good condition indicates that the site is stable and its *current* archeological values are not threatened. A site in good condition is not deteriorating from either natural processes, such as erosion, or human impacts, such as vandalism, looting, or visitor use. The five possible types of archeological conditions are in Appendix D. An example is also provided to distinguish between what is meant by an assessment that is intended for management purposes and what is traditional archeological wisdom. That is, archeological resources are "nonrenewable" and cannot be reconstituted, but they can be managed so that their condition is no longer deteriorating and they continue to be of archeological interest.

Unit of Measure: Each archeological site in ASMIS with condition assessments.

Performance Target: The total cumulative number of archeological sites recorded with condition assessment in ASMIS at the end of FY 1999, in good condition at the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals	
FY 2001	– By September 30, 2001, 0 (0%) of 3 recorded archeological sites with condition assessments are in good condition.
FY 2002	– By September 30, 2002, 0 (0%) of 3 recorded archeological sites with condition assessments are in good condition.
FY 2003	– By September 30, 2003, 0 (0%) of 3 recorded archeological sites with condition assessments are in good condition.
FY 2004	– By September 30, 2004, 0 (0%) of 3 recorded archeological sites with condition assessments are in good condition.
FY 2005	– By September 30, 2005, 0 (0%) of 3 recorded archeological sites with condition assessments are in good condition.

Ia09A-Paleontological Resources

Servicewide Long-term Goal: None

Park Long Term Goal: By September 30, 2005, 0 (0%) of 1 locality of Bighorn Canyon lands with suspected, but not fully documented paleontological resources are protected from theft, human caused or natural impacts.

General:

Fossils are the physical evidence of past life on the earth. Trace fossils (burrows, tracks, etc.) are included.

A paleontological locality is a locality that preserves or did preserve a fossil. Some late Pleistocene and recent paleontologic localities may be managed as archeological localities, but should be reported as paleontological localities.

A known locality is one that can be relocated on the ground with minimal difficulty from data available in the park or from some other source. It can be a point or a polygon. Good locality information includes proper coordinate system information, directions to the locality, and locality photograph(s) (close up and from a distance showing the surroundings). Known localities will be put into a park database and into a Geographic Information System (GIS).

A locality in good condition is one that is managed so that the physical locality, specimens from the locality, and the associated data are not being damaged or lost to science.

Note: At the present time little is known about the paleontological resources of the park. They are known to exist and the general location where they are located is known, beyond that little additional data is available. This goal was established to document the need to protect these resources at least until more is known as to the size, extent and condition of the resource. Unfortunately as is the case in several other goals neither staff nor funding is available at this time to achieve the goal.

Performance Indicator: Condition

Baseline Information:

Base Year: FY 2000

Total Number of Units in Baseline:

Certified: None

Uncertified: Unknown

Status in Base Year:

Certified: None

Uncertified: Unknown

Planned Condition: Good

Good condition:

1. The locality is not modified or being modified A) by burial with additional sediments so as to obscure its location, B) by a rapid rate of sediment removal so that fossils are uncovered and/or displaced at a rate that prevents their proper collection and documentation, or C) by vegetation so as to obscure its location or result in the establishment of root systems that destroy fossils and/or the sedimentologic context.
2. The locality is not being impacted by proximity to areas with high traffic, either pedestrian or motorized, which cause direct or secondary impacts. These impacts can include but are not limited to unauthorized removal of specimens, breakage of specimens due to traffic, compaction of sediments, increased localized runoff due to structures, construction of roadways or other structures to facilitate and control traffic flow.

Required Locality Documentation:

1. The locality's physical location is completely documented with proper coordinate system and/or directions to permit its relocation with minimal difficulty. Photo documentation of locality and the surrounding landscape is available.
2. The locality is entered into the park GIS database in order to ensure that potential impacts to a locality is considered during park maintenance operations and other activities.
3. Records of all fossil specimens removed from the locality are appropriately maintained along with all pertinent associated information on spatial distribution, associated sediments, and stratigraphic context (geological position such as formation or bed). Special note should be made of all holotypes (specimens used to define a species) and rare species originating from the locality.
4. A bibliography is maintained that lists all of the geologic and paleontologic literature that applies to the locality.
5. A cycle of regular visitation is established for the locality based on the potential for negative impacts. A condition report shall be filed after each visit.

Collections:

1. All fossils from a locality within a park and the associated data, whether housed in the park collections or in facilities outside the park, are housed according to NPS standards.

Unit of Measure: Each known paleontological locality

Performance Target: The total cumulative number of known paleontologic localities in good condition at the end of the year.

Responsible Division: Resources Management

Annual Goals

FY 2001 – By September 30, 2001, 0 (0%) of 1 locality with suspected, but not fully documented paleontological resources are protected from theft, human caused or natural impacts.

FY 2002 – By September 30, 2002, 0 (0%) of 1 with suspected, but not fully documented paleontological resources are protected from theft, human caused or natural impacts.

FY 2003 – By September 30, 2003, 0 (0%) of 1 locality with suspected, but not fully documented paleontological resources are protected from theft, human caused or natural impacts.

FY 2004 – By September 30, 2004, 0 (0%) of 1 locality with suspected, but not fully documented paleontological resources are protected from theft, human caused or natural impacts.

FY 2005 – By September 30, 2005, 0 (0%) of 1 locality with suspected, but not fully documented paleontological resources are protected from theft, human caused or natural impacts.

Servicewide Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

The National Park Service has fundamental information needs for making decisions about managing natural and cultural resources within the national park system. The National Park Service also contributes to scholarly and scientific research. To meet this goal, parks must routinely use scholarly and scientific research and consultation with park associated communities. Goals that research park resources, either in the field or through documentary sources, and goals that link research data to decision making, are supported by this mission goal. The following long-term goals relate directly to the knowledge gained about resources and represent the National Park Service effort to understand the natural and cultural resources within the national park system.

Park Mission Goal Ib: The National Park Service at Bighorn Canyon National Recreation Area contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Ib0-Natural/Cultural Resource Inventories

Servicewide Long-term Goal: None

Park Long Term Goal: By September 30, 2005, 4 (66.6%) of 6 Bighorn Canyon primary natural/cultural resource inventories are completed.

General: Bighorn Canyon lacks basic information on a large number of issues. For instance, The park does not know how many acres of park land have been disturbed because of past agricultural uses, how many acres of land are infested with exotic vegetation, how many acres of land need to have fire reintroduced in order to restore natural landscapes to their original condition, the condition of 183 out of 186 identified archeological sites, the number and extent of the paleontological localities in the park, etc. This goal identifies the need to gather this information.

Performance Indicator: Inventories Completed

Baseline Information:

Base Year: FY 2000

Total Number of Units in Baseline:

Certified: None

Uncertified: 6

Status in Base Year:

Certified: None

Uncertified: 0

Planned Condition: Inventories Completed

Unit of Measure: Each Inventory

Performance Target: Number of natural/cultural resource inventories completed

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, 1 (16.6%) of 6 identified natural/cultural resources inventories are completed. (GIS/Map lands disturbed by agriculture)
FY 2002 – By September 30, 2002, 1.5 (25%) of 6 identified natural/cultural resources inventories are completed. (GIS/Map Exotic Vegetation, phase 1)
FY 2003 – By September 30, 2003, 2 (33.3%) of 6 identified natural/cultural resources inventories are completed. (GIS/Map Exotic Vegetation, phase 2)
FY 2004 – By September 30, 2004, 3 (50%) of 6 identified natural/cultural resources inventories are completed. (GIS/Map Fire Fuel Loads - Potentially threatening administrative & Cultural Sites)
FY 2005 – By September 30, 2005, 4 (66.6%) of 6 identified natural/cultural resources inventories are completed. (GIS/Map Lands disturbed by lack of natural fire)

Ib2A-Archeological Baselines

Servicewide Long-term Goal: By September 30, 2005, archeological sites inventoried and evaluated are increased by 30% (from FY99 baseline of 48,188 sites to 62,644).

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon archeological sites inventoried, evaluated, listed and entered on the Natural Park Service Archeological Sites Management Information System (ASMIS) is increased from 186 in FY 1999 to 186 (0% increase)

General:

Knowledge about archeological sites and their conditions is crucial to managing them well. This goal is about inventorying and evaluating archeological sites not previously inventoried and evaluated and is measured by the number of sites added to ASMIS after FY 1999.

While approximately 63,000 sites have been identified and recorded in manual or electronic format in NPS park units, the number of recorded sites in ASMIS as of FY 1999 was 48,188. This number reflects a combination of backlog data entry and new site information. This number is a substantial increase from the FY 1997 baseline data when the servicewide ASMIS database contained approximately 25,000 records of archeological sites in NPS park units.

Note: While the park believes that not all archeological sites in the park have been identified it lacks the funding and staffing to remedy the situation, consequently the park has listed this as a zero goal.

Performance Indicator: Archeological Sites in ASMIS

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: 186

Uncertified: 186

Status in Base Year:

Certified: 186

Uncertified: 186

Planned Condition: Recorded in ASMIS

Unit of Measure: Each archeological site

Performance Target: The total cumulative number of archeological sites entered by the end of each year.

Responsible Division: Resources Management

Annual Goals

FY 2001 – By September 30, 2001, archeological sites inventoried and evaluated are increased from 186 to 186, a 0% increase.

FY 2002 – By September 30, 2002, archeological sites inventoried and evaluated are increased from 186 to 186, a 0% increase.

FY 2003 – By September 30, 2003, archeological sites inventoried and evaluated are increased from 186 to 186, a 0% increase.

FY 2004 – By September 30, 2004, archeological sites inventoried and evaluated are increased from 186 to 186, a 0% increase.

FY 2005 – By September 30, 2005, archeological sites inventoried and evaluated are increased from 186 to 186, a 0% increase.

Ib2B- Cultural Landscape Baseline

Servicewide Long-term Goal: By September 30, 2005, cultural landscapes inventoried and evaluated at Level II are increased by 136% (from FY 1999 baseline of 110 to 260).

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon cultural landscapes inventoried, evaluated and entered on the National Park Service Cultural Landscapes Inventory (CLI) at Level II is increased from 0 in FY 1999 to 1 (100% increase).

General:

This goal concerns the number of cultural landscapes inventoried and evaluated at Level II in the Cultural Landscapes Inventory (CLI).

The CLI, when completed, will be a servicewide inventory of all park landscapes having historical significance. The Cultural Landscapes Automated Inventory Management Information System (CLAIMS) is an analytical tool for assessing information associated with the CLI. The CLI contains information on the location, historical development and current management of cultural landscapes. The CLI process includes four levels of analysis with each level corresponding to a specific degree of effort and detail contained in the inventory. For landscapes, Level II: Landscape Analysis and Evaluation provides complete baseline information. As of the end of FY 1999, 110 cultural landscapes have been inventoried and evaluated at Level II and entered into the CLAIMS database.

Note: While the park does anticipate being able to add one (1) cultural landscape into the database during the period covered by this plan, based on work conducted during the summer of 1999. Several additional landscapes will still need to be inventoried, evaluated and entered into the CLI. Due to the lack of necessary staff and funding these landscapes will not be addressed at this time.

Performance Indicator: Cultural Landscapes in database.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: 0
Uncertified: 0

Status in Base Year:

Certified: 0
Uncertified: 0

Planned Condition: Cultural landscapes inventoried and evaluated at Level II and entered into the CLI

Unit of Measure: Every cultural landscape

Performance Target: The cumulative total number of cultural landscapes entered into the CLI by the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, cultural landscapes inventoried and evaluated at Level II are increased from 0 in FY 1999 to 1, (100% increase).
FY 2002 – By September 30, 2002, cultural landscapes inventoried and evaluated at Level II are increased from 0 in FY 1999 to 1, (100% increase).
FY 2003 – By September 30, 2003, cultural landscapes inventoried and evaluated at Level II are increased from 0 in FY 1999 to 1, (100% increase).
FY 2004 – By September 30, 2004, cultural landscapes inventoried and evaluated at Level II are increased from 0 in FY 1999 to 1, (100% increase).
FY 2005 – By September 30, 2005, cultural landscapes inventoried and evaluated at Level II are increased from 0 in FY 1999 to 1, (100% increase).

Ib2C-Historic Structures Baselines

Servicewide Long-term Goal: By September 30, 2005, 100% of the historic structures have updated information (24,225 of FY 1999 baseline of 24,225).

Park Long Term Goal: By September 30, 2005, 0 (0% increase) of the 41 Bighorn Canyon historic structures on the FY 1999 National Park Service List of Classified Structures (LCS) have updated information in their LCS records.

General:

The List of Classified Structures (LCS) is the primary computerized database containing inventory and condition information on the estimated 26,000 park historic and prehistoric structures. Structures on the LCS are on, or eligible for, the National Register of Historic Places, or are otherwise treated as cultural resources. The LCS data particularly condition and impact data needs to be updated at regular intervals. At the end of FY 1999, data on 24,225 structures in 367 parks were in the database; all of the data needs to be updated over the six-year period, FY 2000-2005. That is, by September 30, 2005, all data elements of all LCS records as of the end of FY 1999 will be current to the reporting period FY 2000 to FY 2005.

Note: While the updating of the LCS records is certainly a worthwhile and important goal, we are faced with limited staffing and funding as well as a number of other goals that we can not accomplish. Therefore we will not be able to achieve this goal.

Performance Indicator: LCS records with updated information.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline: Total number of records from the park on the LCS

Certified: 44 (number of records in LCS without updated information)

Uncertified: 41 (number of records in LCS without updated information)

Status in Base Year: Same as above

Certified:

Uncertified:

Planned Condition: Updated LCS records

Unit of Measure: Each LCS Record

Performance Target: The total cumulative number of LCS records at the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, 0 of 44 LCS records updated, 0% increase
FY 2002 – By September 30, 2002, 0 of 44 LCS records updated, 0% increase
FY 2003 – By September 30, 2003, 0 of 44 LCS records updated, 0% increase
FY 2004 – By September 30, 2004, 0 of 44 LCS records updated, 0% increase
FY 2005 – By September 30, 2005, 0 of 44 LCS records updated, 0% increase

Ib2D-Museum Collections

Servicewide Long-term Goal: By September 30, 2005, museum objects cataloged are increased by 35.7% (from FY 1999 baseline 37.3 million to 50.7 million).

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon museum objects cataloged in the National Park Service Automated National Catalog System (ANCS+) and submitted to the National Catalog is increased from 1358 in FY 1999 to 1358 (0% increase).

General:

Cataloging museum collections provides knowledge and documentation crucial to managing and decision-making about the thousands of museum objects in NPS ownership.

NOTE: Because of the lack of staff and funding the park will not be able to add any additional museum objects to the National Catalog.

Performance Indicator: Museum objects in database

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified:	1358
Uncertified:	1358

Status in Base Year:

Certified:	1358
Uncertified:	1358

Planned Condition: Cataloged

Unit of Measure: Each museum object

Performance Target: The total cumulative number of museum objects cataloged by the end of the fiscal year.

Responsible Division: Resources Management

Annual Goals

FY 2001 – By September 30, 2001, museum objects cataloged are increased from 1358 to 1358 (a 0% increase).

FY 2002 – By September 30, 2002, museum objects cataloged are increased from 1358 to 1358 (a 0% increase).

FY 2003 – By September 30, 2003, museum objects cataloged are increased from 1358 to 1358 (a 0% increase).

FY 2004 – By September 30, 2004, museum objects cataloged are increased from 1358 to 1358 (a 0% increase).

FY 2005 – By September 30, 2005, museum objects cataloged are increased from 1358 to 1358 (a 0% increase).

Ib2E-Ethnographic Resources Baseline

Servicewide Long-term Goal: By September 30, 2005, ethnographic resources inventory is increased by 735% (from FY 1999 baseline 400 to 2938).

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory (ERI) is increased from 0 in FY 1999 to 0 (a 0% increase)

General:

Knowledge about ethnographic resources and their traditionally associated groups is crucial to managing them well. By inventorying and evaluating these resources, the National Park Service establishes a basis for resource accountability, assesses their significance to groups traditionally associated with them, and makes information on them accessible for research, interpretation, planning, and decision-making. A prototype version of the database exists with 400 records.

NOTE: Because of the lack of staff and funding the park will not be able to begin to add ethnographic resources to the National Park Service Ethnographic Resources Inventory.

Performance Indicator: Ethnographic resources inventoried.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified:

Uncertified:

Status in Base Year:

Certified:

Uncertified:

Planned Condition: Inventoried and evaluated at Level I

Unit of Measure: Each ethnographic resource

Performance Target: The total cumulative number of ethnographic resources entered in the ERI by the end of each fiscal year.

Responsible Division: Resources Management

Annual Goals	
FY 2001	– By September 30, 2001, ethnographic resources inventory is increased from 0 to 0, a 0% increase
FY 2002	– By September 30, 2002, ethnographic resources inventory is increased from 0 to 0, a 0% increase
FY 2003	– By September 30, 2003, ethnographic resources inventory is increased from 0 to 0, a 0% increase
FY 2004	– By September 30, 2004, ethnographic resources inventory is increased from 0 to 0, a 0% increase
FY 2005	– By September 30, 2005, ethnographic resources inventory is increased from 0 to 0, a 0% increase

Ib2F-Historical Research Baseline

Service-wide Long-term Goal: By September 30, 2005, 30% of parks have historical research that is current and completed to professional standards (from FY 1999 baseline 27 parks to 117)

Park Long Term Goal: By September 30, 2005, Bighorn Canyon's Historic Resource Study (HRS) and Administrative History will not be completed to professional standards and current (approved since 1980).

General:

This is a new goal. As with each new goal, some refinements will be necessary as definitions, measures, and data validation are worked through in the park units. The Goal Group for Category I, Cultural Resources will continue to provide direction and guidance to the National Park Service programs and park units at regular intervals about the status of this goal. The initial measure conforms to basic park operations. Subsequent refinements will need to take into account the status of CRBIB, among other issues, such as review.

The Historic Resource Study (HRS) and Administrative History (AH) are used here as the primary indicators of the health of the Service's historical research program. They are not the only types of historical research parks may require, and some parks have need of multiple HRSs. For this goal, "historical research current and complete to professional standards" is defined as having one or more HRSs and a park AH that have been approved since 1980.

The Historic Resource Study and Administrative History are identified as essential historical Baseline Research Reports in the NPS Cultural Resource Management Guideline. The HRS is the primary and fundamental historic resource report for historic resources as it "identifies and evaluates a park's cultural resources within historic con-texts." It serves both resources management and park educational program needs. As of 1999, 208 HRSs have been listed in the CRBIB; 88 parks have HRSs completed since 1980. A park Administrative History is essential for informed park management decision-making; 95 parks have completed one since 1980. As of November 1999, 27 parks, or roughly 7% of the total number of parks, have both current HRSs and Administrative Histories.

NOTE: Because of a lack of funding and staffing the park does not anticipate being able to achieve this goal.

Performance Indicator: Historical research in CRBIB that have been approved since 1980.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: N/A
Uncertified: 0 (No)

Status in Base Year:

Certified: N/A
Uncertified: 0 (No)

Planned Condition: Current and complete historical research

Unit of Measure: Each park

Performance Target: A numerical indication of whether a park had current and complete historical report.

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, Bighorn Canyon will not have historical research that is current and completed to professional standards.
FY 2002 – By September 30, 2002, Bighorn Canyon will not have historical research that is current and completed to professional standards.
FY 2003 – By September 30, 2003, Bighorn Canyon will not have historical research that is current and completed to professional standards.
FY 2004 – By September 30, 2004, Bighorn Canyon will not have historical research that is current and completed to professional standards.
FY 2005 – By September 30, 2005, Bighorn Canyon will not have historical research that is current and completed to professional standards.

Ib3-Vital Signs

Servicewide Long-term Goal: By September 30, 2005, 80% of 265 parks with significant natural resources have identified their vital signs for natural resource monitoring.

Park Long Term Goal: By September 30, 2005, Bighorn Canyon has identified its vital signs for natural resource monitoring.

General:

Vital signs are indicators of the key ecological processes, which, collectively, capture the function of a healthy ecosystem. They may include keystone species and keystone habitats which have profound effects on ecosystem organization and function; dominant species; or key processes such as nutrient cycling, patch dynamics, or hydrologic regimes. The hallmark of vital signs monitoring is the focus on ecosystems, rather than populations or physicochemical parameters.

Identifying vital signs of the park ecosystem and the well being of other resources of special concern is the first step in tracking the status and trends of NPS natural resources. This is the basis the NPS uses to define "healthy" conditions of park resources, monitor vital signs, better identify recommended treatments, and propose remedial and mitigating actions.

Vital signs will be identified through facilitated scoping workshops. The vital signs identified have a clear basis in a conceptual model of the park ecosystem. Monitoring of vital signs may provide an early warning of ecosystem stress before significant damage has occurred and point to the need for intensive studies to diagnose the cause of the stress

Performance Indicator: Vital Signs

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified: N/A

Uncertified: N/A

Status in Base Year:

Certified: N/A

Uncertified: N/A

Planned Condition: Vital Signs identified

Unit of Measure: each park

Performance Target: Parks either have or have not identified

Responsible Division: Resources Management

Annual Goals
FY 2001 – By September 30, 2001, Bighorn Canyon has not identified its vital signs,
FY 2002 – By September 30, 2002, Bighorn Canyon has not identified its vital signs,
FY 2003 – By September 30, 2003, Bighorn Canyon has not identified its vital signs,
FY 2004 – By September 30, 2004, Bighorn Canyon has not identified its vital signs,
FY 2005 – By September 30, 2005, Bighorn Canyon has identified its vital signs,

Servicewide Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks

The mission goals and long-term goals in Goal Category II embrace the mandate in the NPS Organic Act:

"...to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

Subsequent legislation reinforced and expanded this mission. All NPS effort for visitor satisfaction, enjoyment, safety, appreciation, and understanding of park resources and facilities is appropriate to this category.

Park Goal Category II – Provide for the Public Use and Enjoyment and Visitor Experience of Bighorn Canyon National Recreation Area

Servicewide Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Enjoyment of the parks and their resources is a fundamental part of the visitor experience. Visitor enjoyment and safety are affected by the quality of park facilities and services, whether provided by the National Park Service, a concessioner, or a contractor. Availability of park facilities, services, and recreational opportunities refers to convenient locations and times of operation that fit visitors' transportation and schedule needs. Accessibility for special populations refers to their accommodation when visiting federal and concession operated facilities or participating in authorized recreational activities in accordance with Uniform Federal Accessibility Standards. Diversity of facilities and services refers to a range of appropriate accommodations and recreational opportunities (at various prices and levels of expertise and interest) for park visitors seeking various park experiences. Quality of facilities and services refers to well presented knowledge-based information and orientation exhibits and brochures. Appropriate recreational opportunities are consistent with a park's purpose and management and are not harmful to resources or park visitors.

The following long-term goals relate directly to the visitors' park experience and represent the National Park Service effort to provide for the enjoyment of the park resources.

Park Mission Goal IIa - Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities at Bighorn Canyon.

IIa1-Visitor Satisfaction

Servicewide Long-term Goal: By September 30, 2005, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

Park Long Term Goal: By September 30, 2005, 90% of visitors to Bighorn Canyon are satisfied with appropriate park facilities, services, and recreational opportunities.

General:

NPS visitor evaluations of park facilities, services, and recreational opportunities are important and useful in improving visitor services. The Visitor Survey Card (VSC) was first used in 1998 to measure visitor satisfaction in NPS units. The results of the annual VSC survey are used to monitor this goal. For GPRA reporting purposes, the card includes an overall quality question used as the primary measure of visitor satisfaction.

A visitor is "satisfied" if the response to this question is either "very good" or "good". First year VSC results have established a baseline for visitor satisfaction. The annual servicewide goal for visitor satisfaction is 95%.

Park facilities are defined as human made structures or improved sites designed and accessible for visitor use. Examples include: restrooms, walkways, trails, visitor centers, picnic areas, and exhibits.

Visitor services are defined as services and conveniences provided to enable visitor use and enjoyment of park units. Examples include park maps, brochures, exhibits, employee assistance to visitors, and commercial services.

Recreational opportunities are defined as recreational activities offered to visitors, or made possible by visiting a unit of the National Park System. Examples include: sightseeing, outdoor recreation, and learning about nature, history, or culture.

Park facilities, visitor services, and recreational opportunities are those which are provided on federally owned land within park boundaries or non-federal land within or out-side park boundaries where services are provided by the NPS and/or its partners.

While many factors affect visitor use and enjoyment, this goal focuses on the facilities, services, and recreational opportunities that parks provide for visitor use, comfort, and enjoyment. Annual VSC survey results are used by park staff to improve visitor services.

NOTE: In 1998 Bighorn Canyon had a visitor satisfaction rate of 93% as measured by the VSC. In 1999 the visitor satisfaction rate fell to 85%. During the same period visitor ratings for park facilities was 88% in 1998 and 79% in 1999, while visitor ratings for visitor services was 86% in 1998 and 75% in 1999. Based on these numbers visitor satisfaction showed an 8% drop from 1998 to 1999.

However, the margin of error for the survey is +/- 6% with 95% confidence. This means that if different samples were drawn 95 out of 100 times they would be within +/- 6% of the survey number. Based on this the visitor satisfaction rate for 1998 would fall somewhere between 87% and 99%, 95 times out of a hundred and for 1999 would fall somewhere between 79% and 91%, 95 times out of a hundred. As you can see there is some overlap. At this time the park is not sure how meaningful the data is from just two years, and will be looking closely at the data to be collected in 2000 to see if it can help clarify the issue.

For the purpose of proceeding with this goal the park is going with the 1999 figure of 85% a year, even though the baseline figure is 93% in FY 1998, and will try and raise visitor satisfaction 1% per year through 2005 or a five per cent increase. Once the 2000 figures are received the park will review this goal to see if further adjustments need to be made.

Performance Indicator: Visitor Satisfaction

Baseline Information:

Base Year: FY 1998

Total Number of Units in Baseline:

Certified: N/A

Uncertified: 93% (FY 1998 VSC data)

Status in Base Year:

Certified: N/A

Uncertified: 93% (FY 1998 VSC data)

Planned Condition: Satisfied Visitors

Unit of Measure: Percent of visitors satisfied

Performance Target: Parks enter the projected and actual percentage of visitors satisfied

Responsible Division: All Divisions

Annual Goals
FY 2001 – By September 30, 2001, 86% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.
FY 2002 – By September 30, 2002, 87% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.
FY 2003 – By September 30, 2003, 88% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.
FY 2004 – By September 30, 2004, 89% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.
FY 2005 – By September 30, 2005, 90% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

IIa2-Visitor Safety

Servicewide Long-term Goal: By September 30, 2005, the visitor accident/incident rate will be below 8.1 per 100,000 visitor days (a 15% decrease from the FY92-FY96 baseline of 9.48 per 100,000 visitor days).

Park Long Term Goal: By September 30, 2005 the number of Bighorn Canyon visitor accidents /incidents is reduced from the FY 1992 - FY 1996 annual average of 4.8 to 3 (a 62% reduction).

General:

A visitor accident/incident is an accidental event or incident that affects a non-NPS employee, volunteer, cooperator or contractor that meets the following criteria:

- Results in a serious injury, illness or death.
- Involves the direct use of, or interaction with, park facilities, roads, waters or resources.
- "Serious injury or illness" requires treatment at a medical facility. [In the event a visitor sustains an injury or illness and does not report it to the park, but subsequently seeks medical care and later reports the injury to the park (usually as part of a tort claim), the injury or illness is to be reported. In the event an injury or illness occurs in a backcountry setting which is of such severity that the victim would have normally sought medical care, but did not, due to time and distance, the injury or illness is to be reported.]
- Although possibly criminal in nature, serious injuries and deaths resulting from operating a motor vehicle or vessel under the influence of alcohol or drugs are to be reported.

The following should **not** be included:

- On duty NPS, VIP, SCA, YCC cooperating association, contractor, or concession employees (in short, anyone for whom there is a separate, formal reporting procedure in the event of injury, illness or death).
- Known or unknown preexisting medical conditions (heart attacks, strokes).
- Property damage or loss of any level.
- Crashes of aircraft not engaged in sightseeing activities or other recreational activities directly involving parklands and waters.
- Injury, illness or death resulting from criminal activity (homicide, suicide, assault, robbery, vandalism, terrorism, etc.), except as noted above for impaired operation.
- First aid that does not require treatment at a medical facility.

Parks have determined their five-year (1992-1996) average visitor accident rate, based on 100,000 visitor-days, and established their baseline for the reduction. Analysis of this data indicated too many inconsistencies in reporting. Reporting to the new, clearer definitions will commence in FY 2000, and should give the Service a better picture of baseline and annual rates by early in 2002. Analysis of case incident report files will identify the primary sources of accidents and where the greatest improvements in visitor safety

Performance Indicator: Visitor accident/incidents

Baseline Information:

Base Year: FY 1992 through FY 1996, average number of accidents/incidents.

All reporting parks should use the new accident/incident definitions, above, in their calculations and reports for FY 2000. Parks are strongly encouraged, but not required, to recalculate their annual average number of reportable accidents/incidents for the FY 1992 through FY 1996 base period based on the definitions provided in General above. A recalculated 5-year average should be noted at the top of the "Comments" box in PMDS

Total Number of Units in Baseline:

Certified: No certified data available
Uncertified: 4.8

Status in Base Year:

Certified: N/A
Uncertified: N/A

Planned Condition: Safe Visitors

Unit of Measure: Visitor accident rate per 100,000 visitor days.

- Note: 1) Parks may be compiling accident information based on the calendar year rather than fiscal year. However, because of performance management reporting timetables, the incident rate must be based on the fiscal year.
 2) The PMDS will calculate the rate. Parks enter **only** the number of accidents/incidents.

The visitor accident rate will be calculated by PMDS using the number of reportable visitor accidents/incidents for the fiscal year (entered by the park) and the number of visitor days (from Public Use Statistics). The number of visitor accidents/incidents is divided by the number of visitor days and then multiplied by 100,000. It is understood that at smaller parks the rate may be dramatically affected by a single reportable accident. In such cases it is appropriate to compare the 5-year baseline average to a 5-year average ending with the most recent

Performance Target: The number of accidents/incidents for each fiscal year (PMDS will calculate the rate based on the number of accidents/incidents and number of visitor days entered by

Responsible Division: Education and Visitor Services

Annual Goals
FY 2001 – By September 30, 2001, the number of Bighorn Canyon visitor accidents/incidents is reduced from FY92-FY96 annual average of 4.8 to 4.4
FY 2002 – By September 30, 2002, the number of Bighorn Canyon visitor accidents/incidents is reduced from FY92-FY96 annual average of 4.8 to 4
FY 2003 – By September 30, 2003, the number of Bighorn Canyon visitor accidents/incidents is reduced from FY92-FY96 annual average of 4.8 to 3.6
FY 2004 – By September 30, 2004, the number of Bighorn Canyon visitor accidents/incidents is reduced from FY92-FY96 annual average of 4.8 to 3.2
FY 2005 – By September 30, 2005, the number of Bighorn Canyon visitor accidents/incidents is reduced from FY92-FY96 annual average of 4.8 to 3

Servicewide Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

Visitors' park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of its resources. Satisfactory visitor experiences build public support for preserving this country's heritage as contained in the parks. Support for parks also comes through recognition by international program designations such as World Heritage Site and biosphere reserve. Long-term goals related to learning and understanding park and resource purpose and significance relate to this mission goal.

Park Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of Bighorn Canyon National Recreation Area and its resources for this and future generations.

IIb1-Visitor Understanding and Appreciation

Servicewide Long-term Goal: By September 30, 2005, 86% of park visitors understand and appreciate the significance of the park they are visiting.

Park Long Term Goal: By September 30, 2005, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.

General:

This goal measures visitors' grasp of a park's significance. Visitors' understanding and appreciation increases as they enjoy the park and its resources and learn about why the park was established and the significance of its resources. Visitor understanding is defined as "to grasp meaning". All park efforts to provide visitors information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park, and make connections between the tangible natural and cultural resources and the intangible values that reside within the park. Park significance is defined as "the set of themes describing a park's unique contribution to the national park system." Examples include: outstanding scenery, geology or natural features, unique flora or fauna, cultural/historical importance or recreational value.

Based on the FY 1998 and FY 1999 results, the 2005 annual servicewide goal for visitor understanding is 86%.

NOTE: The parks calculated percentage of visitors who understand and appreciate the significance of the park was 53% in 1998. Based on the information received in 1998 and with additional guidance the park adjusted the park significance list. This adjustment resulted in the percentage of visitors who understand and appreciate the significance of the park rising to 91% in 1999. Because of the large disparity between the two years the park will continue to look at this goal closely as information becomes available in the future. Because the park is not sure that it can significantly raise the percentage much higher than the 1999 figures indicate it is, the park has written this goal as maintaining visitor understanding at 90% or higher. This will also be reviewed and adjusted if necessary, as more information becomes available.

Performance Indicator: Visitor understanding

Baseline Information:

Base Year: FY 1998

Total Number of Units in Baseline:

Certified: 53%

Uncertified: 53%

Status in Base Year:

Certified: 53%

Uncertified: 53%

Planned Condition: Visitors understand and appreciate the park's significance

Unit of Measure: Percent of visitors that understand the significance of the park they are visiting.

Performance Target: The projected percentage of visitors who demonstrate an understanding of the park's significance is entered at the beginning of a fiscal year. The actual percentage is calculated by park staffs using returned survey cards, park significance list, and instructions included in the VSC Workbook, once the fiscal year is over.

Responsible Division: Education and Visitor Services

Annual Goals
FY 2001 – By September 30, 2001, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.
FY 2002 – By September 30, 2002, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.
FY 2003 – By September 30, 2003, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.
FY 2004 – By September 30, 2004, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.
FY 2005 – By September 30, 2005, maintain the percentage of Bighorn Canyon visitors who understand the significance of the park at 90% or above.

Servicewide Goal Category IV: Ensure Organizational Effectiveness

The goals in Goal Category IV support the National Park Service mission. This category generally relates to efficient and effective governmental processes rather than to the results of those processes. These goals measure workplace standards such as diversity and competency levels, as well as program efficiencies, such as accuracy of construction cost estimates.

Goals in Category IV are the ways that the National Park Service has chosen to better accomplish its mission of protecting park resources, providing for visitor understanding and enjoyment, and assisting others in preserving their resources and the enjoyment of those resources by their constituents.

Park Goal Category IV: Ensure Organizational effectiveness of Bighorn Canyon National Recreation Area

Servicewide Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

To become more responsive, efficient, and accountable, the National Park Service must integrate its planning, management, accounting, reporting, and other information resource systems. Integrating or interfacing these systems will provide better cross-communication during daily operations and help the National Park Service develop required annual performance plans in compliance with the Government Performance and Results Act. Modern electronic technology makes it possible to integrate/interface these systems among the park units, central offices, and program centers. Improvements in the areas of workforce diversity, employee safety, employee housing, and employee performance standards will help the National Park Service accomplish its mission. Long-term goals pertaining to organizational responsiveness, efficiency, and accountability are related to this mission goal.

Park Mission Goal IVa: The National Park Service at Bighorn Canyon uses current management practices, systems, and technologies to accomplish its mission.

IVa3A-Employee Performance Plans

Servicewide Long-term Goal: By September 30, 2005, 100% of employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Park Long Term Goal: By September 30, 2005, 100% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

General:

Every permanent, term, and temporary (seasonal) NPS employee has a required Employee Performance Plan and Results Report (Form DI-2002). Past performance plans have been task statements emphasizing individual outputs rather than individual contributions to the overall NPS mission or organizational outcomes. This goal directly ties individual performance goals to organizational outcomes. The National Park Service will first develop performance plans incorporating strategic plan results for its senior executives and managers, then expand the process to include performance plans for all employees.

This goal will be measured annually by supervisors/managers certifying that Employee Performance Plan and Results Reports are related to organizational goals set forth in the park's, program's, or central office's strategic plan. This goal ensures employee performance plans are linked to park, program, or central office strategic and annual performance goals. It implements the NPS Strategic Plan by connecting individual performance to organizational success.

Performance Indicator: Employees whose performance plans are linked to appropriate strategic and annual performance goals.

Baseline Information:

Base Year: Each Year (NOTE - Baseline may change from year to year)

Total Number of Units in Baseline:

Certified: N/A

Uncertified: 49

Status in Base Year:

Certified: N/A

Uncertified: 0

Planned Condition: Linked to goals

Unit of Measure: Each permanent, term and temporary (seasonal) employee performance plan.

Performance Target: The number of NPS employees whose performance plans are linked to appropriate strategic and annual performance goals

Responsible Division: All

Annual Goals

FY 2001 – By September 30, 2001, 10% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

FY 2002 – By September 30, 2002, 25% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

FY 2003 – By September 30, 2003, 50% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

FY 2004 – By September 30, 2004, 75% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

FY 2005 – By September 30, 2005, 100% of Bighorn Canyon permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

IVa4-Underrepresented Groups in Permanent Workforce

Servicewide Long-term Goal: By September 30, 2005, increase the servicewide representation of underrepresented groups over the 1999 baseline by 25% in the 9 targeted occupational series in the permanent workforce.

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon permanent positions in targeted occupational filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.

General:

The National Park Service workforce does not reflect the diversity of minorities, women, and individuals with disabilities identified in civilian labor force figures in certain occupational series. In many occupations, minorities, women, and/or individuals with disabilities are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which the Service hires them. The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted occupations and grade levels where they are underrepresented to achieve consistency with their percentages of representation in the civilian labor force.

Management at all levels of the organization will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

For goal **IVa4A**, the National Park Service will concentrate on those occupational series with populations of 100 or more employees where one or more of the designated groups (white females, black males and females, Hispanic males and females, Asian American males and females, Pacific Islander males and females, American Indian males and females, and Alaska Native males and females) are underrepresented.

The nine (9) targeted occupational series are:

025 - Park Management	193 - Archeology	1010 - Exhibits Specialist
083 - Police	301 - Administration and Programs	1015 - Museum Curator
170 - Historian	401 - General Biological Science	1640 - Facility Management

Regions will concentrate their efforts on these targeted occupations (which are also identified in the NPS diversity plan), and contribute to this servicewide long-term goal based upon their opportunities to fill vacancies with qualified underrepresented candidates

Information on this goal will be collected by the Equal Employment Opportunity Program manager for servicewide reporting.

Performance Indicator: Positions in the permanent workforce who are members of underrepresented groups in the targeted occupational series.

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:**Certified:****Uncertified:** 9**Status in Base Year:****Certified:****Uncertified:** 5**Planned Condition:** Positions filled with underrepresented groups**Unit of Measure:** Each position**Performance Target:** The number of positions filled by underrepresented groups**Responsible Division:** All**Annual Goals****FY 2001** – By September 30, 2001, the number of Bighorn Canyon permanent positions in targeted occupational filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.**FY 2002** – By September 30, 2002, the number of Bighorn Canyon permanent positions in targeted occupational filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.**FY 2003** – By September 30, 2003, the number of Bighorn Canyon permanent positions in targeted occupational filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.**FY 2004** – By September 30, 2004, the number of Bighorn Canyon permanent positions in targeted occupational filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.**FY 2005** – By September 30, 2005, the number of Bighorn Canyon permanent positions in targeted occupational filled by employees from underrepresented groups is maintained at the FY 1999 level of 5.

IVa4B-Womens and Minorities in Temporary and Seasonal Workforce

Servicewide Long-term Goal: By September 30, 2005, increase the servicewide representation of underrepresented groups over the 1999 baseline by 25% of women and minorities in the temporary and seasonal workforce.

Park Long Term Goal: By September 30, 2005, the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

General:

The National Park Service workforce does not reflect the diversity of minorities, women, and individuals with disabilities identified in civilian labor force figures in certain occupational series. In many occupations, minorities, women, and/or individuals with disabilities are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which the Service hires them. The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted occupations and grade levels where they are underrepresented to achieve consistency with their percentages of representation in the civilian labor force.

Management at all levels of the organization will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

For **IVa4B** diversity of employees in all series will be targeted.

Performance Indicator: Positions in the temporary and seasonal workforce

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified:

Uncertified: 19

Status in Base Year:

Certified:

Uncertified: 11

Planned Condition: Positions in the temporary and seasonal workforce filled by women and minorities.

Unit of Measure: Each position

Performance Target: The number of positions filled by women and minorities

Responsible Division: All

Annual Goals

FY 2001 – By September 30, 2001, the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

FY 2002 – By September 30, 2002, the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

FY 2003 – By September 30, 2003, the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

FY 2004 – By September 30, 2004, the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

FY 2005 – By September 30, 2005, the total number of Bighorn Canyon temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 11.

IVa4C-Individuals with Disabilities in the Permanent Workforce

Servicewide Long-term Goal: By September 30, 2005, increase the servicewide representation of underrepresented groups over the 1999 baseline by 10% of individuals with disabilities in the permanent workforce.

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 a (100% increase)

General:

The National Park Service workforce does not reflect the diversity of minorities, women, and individuals with disabilities identified in civilian labor force figures in certain occupational series. In many occupations, minorities, women, and/or individuals with disabilities are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which the Service hires them. The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted occupations and grade levels where they are underrepresented to achieve consistency with their percentages of representation in the civilian labor force.

Management at all levels of the organization will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

An individual with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment or is regarded as having such an impairment. Major life activities are activities that an average person can perform with little or no difficulty such as walking, breathing, seeing, hearing, learning, or working. A qualified employee or applicant with a disability is someone who satisfies skill experience, education and other job-related requirements of the position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of that position. For additional information, contact your Servicing Personnel Office and/or your EEO Office.

For IVa4C diversity of employees in all series will be targeted.

Note: While the park intends to make every effort to make progress on this goal it does not think it will be easy to do so. First, a permanent position must come open, second, the open position must be one where a disability can reasonably be accommodated, and third, a candidate with a disability must be identified and a way must be found to hire that individual.

Performance Indicator: Positions in the permanent workforce

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified:

Uncertified: 30

Status in Base Year:**Certified:****Uncertified:** 0**Planned Condition:** Positions filled by individuals with disabilities**Unit of Measure:** Each position**Performance Target:** The number of positions in permanent workforce filled by individuals with disabilities.**Responsible Division:** All

Annual Goals
FY 2001 – By September 30, 2001, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2002 – By September 30, 2002, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2003 – By September 30, 2003, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2004 – By September 30, 2004, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 (a 100% increase).
FY 2005 – By September 30, 2005, the number of Bighorn Canyon permanent positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 (a 100% increase).

IVa4D-Individuals with Disabilities in Temporary and Seasonal Workforce

Servicewide Long-term Goal: By September 30, 2005, increase the servicewide representation of underrepresented groups over the 1999 baseline by 10% of individuals with disabilities in the seasonal and temporary workforce.

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 (a 100% increase).

General:

The National Park Service workforce does not reflect the diversity of minorities, women, and individuals with disabilities identified in civilian labor force figures in certain occupational series. In many occupations, minorities, women, and/or individuals with disabilities are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which the Service hires them. The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted occupations and grade levels where they are underrepresented to achieve consistency with their percentages of representation in the civilian labor force.

Management at all levels of the organization will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

An individual with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment or is regarded as having such an impairment. Major life activities are activities that an average person can perform with little or no difficulty such as walking, breathing, seeing, hearing, learning, or working. A qualified employee or applicant with a disability is someone who satisfies skill experience, education and other job-related requirements of the position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of that position. For additional information, contact your Servicing Personnel Office and/or your EEO Office.

For **IVa4D** diversity of employees in all series will be targeted.

Note: While the park intends to make every effort to make progress on this goal it does not think it will be easy to do so. First, by the nature of the temporary/seasonal jobs available here at Bighorn Canyon there are few where a disability can reasonably be accommodated, and second, a candidate with a disability must be identified and a way must be found to hire that individual.

Performance Indicator: Positions in the temporary and seasonal workforce

Baseline Information:

Base Year: FY 1999

Total Number of Units in Baseline:

Certified:

Uncertified: 19

Status in Base Year:**Certified:****Uncertified:** 0**Planned Condition:** Positions filled by individuals with disabilities.**Unit of Measure:** Each position**Performance Target:** The number of positions in the temporary/seasonal workforce filled by individuals with disabilities.**Responsible Division:** All

Annual Goals
FY 2001 – By September 30, 2001, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2002 – By September 30, 2002, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2003 – By September 30, 2003, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2004 – By September 30, 2004, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 0 (a 0% increase).
FY 2005 – By September 30, 2005, the number of Bighorn Canyon temporary/seasonal positions filled by employees with disabilities is increased from 1 in FY 1999 to 1 (a 100% increase).

IVa6A-Employee Safety

Servicewide Long-term Goal: By September 30, 2005, the NPS employee lost-time injury rate will be at or below 4.49 per 200,000 labor hours worked (100 FTE).

Park Long Term Goal: By September 30, 2005, the number of Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.

General:

The National Park Service has the worst safety record in the Department of Interior and one of the worst in the Federal Government. Each year, the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day (the lost-time injury rate). The Occupational Safety and Health Administration's FY 1995 annual average for federal employee accidents (number of lost-time accidents per 100 employees) was 2.83. The National Park Service's annual average for the same period was 6.46. Unsafe work practices account for approximately 90% of NPS employee accidents (National Safety Council & NPS analysis, 1995).

Results of this goal will reduce the employee lost-time injury rate (the rate of injuries resulting in employee lost time due to on-the-job injuries/illnesses).

Performance Indicator: Employee lost-time injuries.

Individual units will identify their performance targets and actual performance as lost-time injuries only (not rate).

Servicewide, the lost-time injury rate is the number of lost-time on-the-job injuries/illnesses per 200,000 labor hours or approximately 100 FTE's. Baselines for each park have been provided by the WASO Risk Management Office. Department of Labor (DOL) databases were used to determine baselines and servicewide performance targets. DOL data is taken from CA-1s and CA-2s submitted to them. Parks and offices must ensure that CA-1s and CA-2s are complete and all data is accurate prior to submission. The WASO Risk Management Office will identify the servicewide performance target.

Baseline Information:

Base Year: Annual Average for FY 1992 - FY 1996

Total Number of Units in Baseline:

Certified:

Uncertified: 6

Status in Base Year:

Certified:

Uncertified: 6

Planned Condition: Reduced lost-time injuries and injury rate

Unit of Measure: Servicewide, the incident rate = the number of employees per 200,000 labor hours who experience a lost time occupational injury/illness.

For individual units, each lost-time injury.

Performance Target: The number of lost-time injuries (rate for servicewide reporting)

Responsible Division: All

Annual Goals
FY 2001 – By September 30, 2001, the number Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.
FY 2002 – By September 30, 2002, the number Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.
FY 2003 – By September 30, 2003, the number Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.
FY 2004 – By September 30, 2004, the number Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.
FY 2005 – By September 30, 2005, the number Bighorn Canyon employee lost-time injuries is maintained at one (1) or less per year.

IVa6B-Continuation of Pay Hours

Servicewide Long-term Goal: By September 30, 2005, the servicewide total number of hours of Continuation of Pay (COP) will be at or below 51,100 hours.

Park Long Term Goal: By September 30, 2005, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 - FY 1996 five year annual average of 220.0 to 165.0 (a 25% reduction).

General:

The National Park Service has the worst safety record in the Department of Interior and one of the worst in the Federal Government. Each year, the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day (the lost-time injury rate). The Occupational Safety and Health Administration's FY 1995 annual average for federal employee accidents (number of lost-time accidents per 100 employees) was 2.83. The National Park Service's annual average for the same period was 6.46. Unsafe work practices account for approximately 90% of NPS employee accidents (National Safety Council & NPS analysis, 1995).

Results of this goal will reduce the Continuation-of-Pay (COP) costs (the costs incurred by the park for injuries suffered on-the-job).

Performance Indicator: Employee Continuation-of-Pay hours.

Continuation-of-Pay (COP) hours are the result of employees missing work due to on the job injuries or illnesses and are coded as COP on the timekeeping records. Data pertaining to COP hours will be provided to the parks by the WASO Risk Management Program. This information is obtained from the Federal Personnel Payroll System (FPPS). Parks and office should ensure that COP data entered into FPPS (as part of Time and Attendance records) are accurate.

Baseline Information:

The baseline is a 5-year (FY 1992 - FY 1996) average annual hours of COP. WASO Risk Management Office provides the servicewide baseline data. **For individual units** it is the 5-year (FY 1992 - FY 1996) average annual hours of COP.

Base Year: Annual average for FY 1992 - FY 1996

Total Number of Units in Baseline:

Certified:

Uncertified: 220

Status in Base Year:

Certified:

Uncertified: 247

Planned Condition: Reduced Continuation of Pay Hours

Unit of Measure: Each COP hour

Performance Target: The projected and actual COP

Responsible Division: All

Annual Goals
FY 2001 – By September 30, 2001, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 - FY 1996 five year annual average of 220 to 209 (a 5% reduction)
FY 2002 – By September 30, 2002, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 - FY 1996 five year annual average of 220 to 198 (a 10% reduction)
FY 2003 – By September 30, 2003, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 - FY 1996 five year annual average of 220 to 187 (a 15% reduction)
FY 2004 – By September 30, 2004, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 - FY 1996 five year annual average of 220 to 176 (a 20% reduction)
FY 2005 – By September 30, 2005, the total number of hours of Continuation of Pay (COP) at Bighorn Canyon is reduced from the FY 1992 - FY 1996 five year annual average of 220 to 165 (a 25% reduction)

Servicewide Mission Goal IVb: The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

The National Park Service will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include non-government organizations such as friends groups, foundations, cooperating associations, and concessionaires, as well as federal, state, tribal, and local government organizations which already assist NPS managerial ability through partnerships and cooperative agreements. Long-term goals that deal with park management strategies and funding sources carried out in cooperation with other government and non-government organizations and private donors relate to this mission goal.

Park Mission Goal IVb: The National Park Service at Bighorn Canyon increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

IVb1-Volunteer Hours

Servicewide Long-term Goal: By September 30, 2005, increase by 44.7% the number of volunteer hours (from 3.8 million hours in 1997 to 5.5 million hours).

Park Long Term Goal: By September 30, 2005, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 4,505 (a 96.4% increase).

General:

This goal reports the total number of hours contributed to the servicewide volunteer program. Park volunteers provide diverse kinds of assistance from maintenance and interpretation to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, permits the National Park Service to accept and use voluntary help in ways mutually beneficial to the parks and the volunteers.

During FY 1999, Bighorn Canyon volunteers contributed 3591 hours of service. Using a nationally accepted private sector value figure of \$14.30 per volunteer hour, Bighorn Canyon realized a \$51,351 return on investment.

Performance Indicator: Volunteer Hours

Baseline Information:

Base Year: FY 1997

Total Number of Units in Baseline:

Certified:

Uncertified: 2291

Status in Base Year:

Certified:

Uncertified: 2291

Planned Condition: Increased volunteer hours

Unit of Measure: Each Hour

Performance Target: The total number of volunteer hours for a particular fiscal year.

Responsible Division: All

Annual Goals
FY 2001 – By September 30, 2001, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 3558 (a 55.3% increase).
FY 2002 – By September 30, 2002, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 3794 (a 65.6% increase).
FY 2003 – By September 30, 2003, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 4030 (a 75.9% increase).
FY 2004 – By September 30, 2004, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 4266 (a 86.2% increase).
FY 2005 – By September 30, 2005, the number of volunteer hours at Bighorn Canyon is increased from 2,291 hours in FY 1997 to 4505 (a 96.6% increase).

IVb2C-Cash Value of Donations from Southwest Parks and Monuments Association

Servicewide Long-term Goal: By September 30, 2005, the value of donations, grants, and services from Cooperating Associations is increased by 35% (from \$19 million in 1997 to \$25.6 million).

Park Long Term Goal: By September 30, 2005, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$4,080 (a 8% increase).

General: This goal tracks the dollar amount of support received by the National Park Service in donations from cooperating associations.

Performance Indicator: The value of donations received from cooperating associations.

Baseline Information:

Base Year: FY 1997

Total Number of Units in Baseline:

Certified:

Uncertified: \$3,777

Status in Base Year:

Certified:

Uncertified: \$3,777

Planned Condition: Increased donations

Unit of Measure: Dollars

Performance Target: The value of donations (products and in-kind services) received from a particular fiscal year.

Responsible Division: Education and Visitor Services

Annual Goals
FY 2001 – By September 30, 2001, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$3,928 (a 4% increase).
FY 2002 – By September 30, 2002, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$3,966 (a 5% increase).
FY 2003 – By September 30, 2003, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$4,004 (a 6% increase).
FY 2004 – By September 30, 2004, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$4,041 (a 7% increase).
FY 2005 – By September 30, 2005, the cash value of donations, grants and services to Bighorn Canyon from Southwest Parks and Monuments Association is increased from \$3,777 in FY 1997 to \$4,080 (a 8% increase).

Key External Factors:

Pryor Mountain Wild Horse Range: Approximately 9100 acres (+/-) of the Recreation Area lie within the boundary of the Pryor Mountain Wild Horse Range and are managed cooperatively by the Bureau of Land Management and the National Park Service. The Bureau of Land Management has the primary responsibility for the management of the horses while the National Park Service has the primary responsibility for the management of the land itself. Over the years cooperation between the two agencies has ranged from excellent to fair. Currently the relationship is excellent. The Bureau of Land Management is presently in the process of updating the Herd Management Plan for the Pryor Mountain Range. This update will be faced with intense public scrutiny and because of the number of different interest groups involved will more than likely be controversial. It is not expected that this cooperative management arrangement or the Herd Management Plan update will have an adverse affect on achieving any of the Area's Mission or Long Term Goals.

Yellowtail Wildlife Habitat: Approximately 11,600 acres (+/-) of the Yellowtail Wildlife Habitat lies within the boundary of the Recreation Area and is managed cooperatively by the Wyoming Game & Fish Department and the National Park Service. Under the Cooperative Agreement establishing the area the Wyoming Game & Fish Department has the primary responsibility for the management of the land within the Wildlife Habitat. The National Park Service retains the underlying responsibility for the protection of those lands within the Habitat Area. Over the years cooperation between the two agencies has ranged from very good to excellent. Budget constraints, staff reductions, and reorganization over the last ten years has forced the Wyoming Game & Fish Department to reduce staffing levels on the Habitat Area, to date the dedication of the staff and management commitment this has not had a detrimental effect on the Habitat Area. It is not expected that this cooperative management arrangement will have an adverse affect on achieving any of the Area's Mission or Long Term Goals.

Budget and Staffing: By 1993 Bighorn Canyon found itself in the position of spending in excess of 90% of its budget for personnel services. Realizing that this figure had to be reduced if the park was to continue to function, park management began to eliminate a number of positions as part of a park wide reorganization that continues to today. Under this program, a number of mid level supervisory positions were eliminated outright, each position is reviewed when it becomes vacant to see if it is still needed, is the need for a permanent position or can it be filled on a part-time or less than full time basis. The result of this reorganization resulted in a leaner, flatter organization that is more responsive to change. Personnel cost were brought back down to approximately 80% of the budget allowing more flexibility in day to day operations. Since that time continuing inflationary pressures are starting to once again have an impact on the park. The result is a lack of flexibility to change and adapt to changing circumstances. The park hopes to receive a base increase in fiscal year 2001 and it will provide some relief for the next several years. However, a close examination of our goals and the accomplishments that we hope to make will show that especially in the area of natural and cultural resources we lack the base funding and staffing to make significant accomplishments in these areas.

Crow Tribal Lands: Approximately 56,000 acres (+/-) of Crow Tribal Land were originally included within the boundaries of the Recreation Area. These lands are not owned or managed by the National Park Service. The Crow Tribe has closed these lands to public access. The Crow Tribe has indicated the desire to have these lands deleted from the Recreation Area Boundary and the National Park Service has agreed to this. Negotiations with the tribe on this issue and other issues are ongoing. It is not expected that these negotiations will have an adverse affect on achieving any of the Area's Mission or Long Term Goals.

Siltation: In 1994 the Soil Conservation Service estimated the Bighorn River dumped approximately 3600 metric tons (4000 tons) of silt a day into the southern end of Bighorn Lake. This has resulted in the deposition of some 50 feet of silt into the Horseshoe Bend area since the dam was closed in 1968. This deposition is expected to continue until the silt reaches elevation 3620 at which time it is expected that a state of equilibrium will be reached and the incoming silt will be carried farther down the reservoir. At this time it is expected that the siltation will reach elevation 3620 sometime around 2006, though siltation tends to be episodic and no firm date can be established. This deposition of silt in the Horseshoe Bend area will ultimately result in the loss of the marina and swimming areas at Horseshoe Bend area in drier years and will make them unusable until well into June in most years except for the wettest years.

This loss of the only developed area on the south end of Bighorn Lake will markedly affect the ability of Bighorn Canyon to meet its goals for Visitor Satisfaction in the future.

Crow Water Compact: The Crow Water Compact, which will define the water rights of the Crow Tribe, was approved by the State of Montana in the summer of 1999. It is expected that the Compact will be sent to Congress for approval by the end of 2000. The Compact allocates 150,000 to 300,000 acre-feet of water from Yellowtail Reservoir (Bighorn Lake) as part of the Crow Water Right. As this water is developed in the years to come it will have a significant impact on the Recreation Area.

Most of the impact will most likely be felt in late summer or early fall as the result of water being drawn out of Bighorn Lake to meet the needs of the Crow Tribe. In dry years the result will be that the lower end of the lake, south of the Montana/Wyoming State line will be dewatered as lake elevations fall. In the driest years this could occur as early as mid summer. This along with the rising siltation levels will combine to doubly impact the Horseshoe Bend area. Another effect of these falling water levels will be that some recreational areas, such as the Black Canyon and Medicine Creek Boat in Campgrounds will become unusable.

These effects will have a marked affect on the ability of Bighorn Canyon to meet its goals for Visitor Satisfaction in the future.

Program Methodology/Evaluation:

The Mission and Long Term Goals as shown in this Strategic Plan were developed by the Park Management Team. The goals were arrived at by first reviewing the servicewide Long Term Goals, it is required that every servicewide goal that applies to a park be incorporated into the park's Strategic Plan. The goals arrived at are a combination of the servicewide long term goals and the park's perspective on how those goals relate to the park itself.

This Strategic Plan is the second major revision to the park's original Strategic Plan prepared in 1997. The first major revision was done in 1998 to incorporate comments received from various sources. This second major revision is in response to the first revision of the servicewide Strategic Plan, as required by the Government Performance and Results Act, released this past January.

Each year in August and September as the park prepares its Annual Performance Report, detailing its successes and failures over the past year, and prepares the coming years Annual Performance Plan the park management team will review the strategic plan and the park's Mission and Long Term Goals to see if they still are appropriate or need to be revised.

Consultation:

With this revision of the Strategic Plan, the park has decided to make the plan available on the Bighorn Canyon National Recreation Area Website, a part of the National Park Service Website. This will make the plan available to all interested parties wishing to review it. As always the park will accept comments from any source at any time regarding the Strategic Plan.

The plan can be viewed at: <http://www.nps.gov/bica/> and the National Park Service Strategic Plan can be viewed at <http://www.nps.gov/planning/sp/>

The following will be notified of the completion of this revision and its publishing on the Bighorn Canyon website:

Montana Congressional Delegation

Senator Max Baucus
Senator Conrad Burns
Representative Rick Hill

Wyoming Congressional Delegation

Senator Mike Enzi
Senator Craig Thomas
Representative Barbara Cubin

Bureau of Reclamation, Great Plains Region, Montana Area Office
Bureau of Reclamation, Great Plains Region, Wyoming Area Office

Bureau of Land Management, Billings Resource Area
Bureau of Land Management, Cody Resource Area

Big Horn National Forest
Custer National Forest

Crow Tribe

Department of Fish, Wildlife & Parks, Montana
Game & Fish Department, Wyoming

Governors Office, State of Montana
Governors Office, State of Wyoming

Town of Lovell, Wyoming

Chamber of Commerce, Lovell, Wyoming

In addition a press release will be released notifying the public of completion of this plan and its availability for review on the Internet, or how they may obtain a hard copy at park headquarters or the park visitor center in Lovell.

Preparers:

Darrell J. Cook, Superintendent
Robert J. Byrne, Assistant Superintendent
Keith Biermann, Chief of Maintenance
Stephen H. Clark, Administrative Officer
Theo Hugs, Management Assistant
Rick Lasko, Chief, Resources Management
Bonnie Winslow, Chief, Education and Visitor Services